

**Liss, Celia**

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**From:** Robert Kennedy [REDACTED]  
**Sent:** Tuesday, July 10, 2018 10:16 PM  
**To:** Gilman, Daniel  
**Subject:** Fwd: Mercy Update  
**Attachments:** Letter Received 07-10-18.pdf; 07-10-18 Letter Envelope.pdf

FYI

Sent from my iPad

Begin forwarded message:

**From:** "McGough, Thomas" [REDACTED]  
**Date:** July 10, 2018 at 8:11:50 PM EDT  
**To:** "Peaslee, Gregory" [REDACTED] "Cartwright, Eric" [REDACTED]  
"Altmeyer, Roger" [REDACTED] "Arbogast, Kathryn" [REDACTED]  
"Grace, Michael" [REDACTED], "Davis, Leslie C" [REDACTED], "Baker, Scott"  
[REDACTED] "Wood, Paul C (UPMC  
PR)" [REDACTED] "Kreps, Gloria A" [REDACTED]  
**Cc:** "Romoff, Jeffrey A." [REDACTED]  
**Subject:** Mercy Update

The game of political speed chess has begun.

Below is a letter Mike Grace received today from a motley assortment of activist groups organized by SEIU Healthcare PA to demand further engagement over a "Community Benefits Agreement" before City Council approves the modification of our Institutional Master Plan, now scheduled for 2 pm on the 17th.

Meanwhile, I called Dan Lavelle this evening at his emailed request. He spent the afternoon meeting with reps of Pittsburgh United and Healthcare PA and will be meeting with them again tomorrow. He is clearly looking for a way to appease them in the long run while steering our approval through Council in the short run. I politely suggested to him that he might not be able to do that because their demands hadn't changed in years and had nothing to do with the Mercy Vision project. He said the one argument they made that impressed him was that our "specialty hospitals" including Vision should be accessible to everyone, regardless of insurer. I told him that they are and would be, even to those without any insurance, but that the amount anybody had to pay themselves would vary depending on their insurer and their plan. He asked whether that was true for "unique" services. I responded that PID had just spent several months pressing Highmark to identify what services UPMC offered and AHN did not, that it turned out the list was very short—basically some types of transplants and cystic fibrosis treatments—and that UPMC had agreed to take Highmark subscribers in network for those services. I promised him I'd sent him the P-G's article from last week saying the impending separation was no big deal.

He also told me that the SEIU et al. are planning to hold a press conference on Tuesday before the Council meeting to call attention to their demands. Chelsea Wagner will be there, of course, as will others unnamed.

Lavelle said he'd call me tomorrow at 4:30 to talk about his meeting with the SEIU and to give me the questions he wants us to answer at his meeting on the 16th.

As for the letter below, I'll draft a measured response for Mike to send tomorrow. Our approach, I think, should be to say that we are aware that they have fixed opinions about how

healthcare should be delivered in Pittsburgh, that we disagree as do, apparently, the Governor, the Mayor, the PID, and Highmark, and that if they believe further engagement on these points is necessary Councilman Lavelle is holding a public meeting on July 16.  
Thoughts?

Begin forwarded message:

**From:** "Grace, Michael" [REDACTED]  
**Date:** July 10, 2018 at 5:58:13 PM EDT  
**To:** "McGough, Thomas" [REDACTED], "Baker, Scott"  
[REDACTED]  
**Cc:** "Davis, Leslie C" [REDACTED]

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**Michael A. Grace, FACHE** President, UPMC Mercy  
[REDACTED]



Caring & Listening | Dignity & Respect | Excellence & Innovation | Quality & Safety | Responsibility & Integrity

Mr. Jeffrey Romoff  
President and CEO  
University of Pittsburgh Medical Center  
200 Lothrop St.  
Pittsburgh, PA 15213-2582

July 9, 2018

Dear Mr. Romoff

We are writing regarding UPMC's application to amend the Institutional Master Plan for the UPMC Mercy Hospital Campus. As leading community, healthcare and worker advocates, we see the investment of \$2 billion in Pittsburgh as a tremendous opportunity to make great strides toward improving the health of Pittsburgh residents in the UPMC Mercy service area.

As you are aware, on April 17th, of this year, dozens of organizations and individual Pittsburghers attended the City of Pittsburgh Planning Commission hearing on the Amended IMP for that site, in order to raise concerns about the project's impact on the surrounding community and UPMC's failure to engage with affected stakeholders beyond one neighborhood association whose outreach to the community was lackluster at best. At the conclusion of that hearing, the Planning Commission, in clear response to testimony from seniors, employees, medical professionals, residents, and elected leaders, recommended that the plan be approved with the condition that, "Between now and the council hearing there should be additional community engagement... Community engagement shall include discussion around CBA or similar mechanism toward community partnership."

As far as we are aware, that additional community engagement has not occurred.

On May 2, 2018 representatives from UPMC did attend a meeting of Uptown Partners to provide a briefing on the project. At that meeting, residents and other concerned Pittsburghers again raised serious questions about access to the new hospital, about UPMC's failure to address the assessed healthcare needs of the community, and about the quantity, type and quality of the jobs that would be created at the new hospital. UPMC representatives at that meeting told residents that they could only speak to the architectural design of the building and they were not qualified to speak about how the changed IMP would advance or fail to advance UPMC's mission or whether the project represented to best use our tax subsidies and charitable assets. They did, however, promise that there would be a community meeting to discuss these matters.

On May 19, 2018, UPMC held an "Open House" at Mercy Hospital. Uptown residents and employees, believing that this perhaps was the promised community forum, attended the open house and once again raised concerns about access to the new hospital, UPMC's plans to address the healthcare needs of the community, and the quantity, type and quality of the jobs that would be created at the new hospital. UPMC representatives at that meeting once again told residents that they were not qualified to speak to these issues but thought perhaps another meeting was being planned.

We believe that this outreach falls far short of the community engagement and discussions around a CBA that the Planning Commission required. We believe that the following organizations represent important stakeholders whose needs, priorities and ongoing financial contributions, in the form of tax subsidies, Medicare, Medicaid and VA payments, and commercial insurance premiums must be considered in the formulation of a Community Benefits Agreement.

**Pittsburgh United**—Pittsburgh United is a coalition of community, labor, faith, and environmental organizations committed to advancing the vision of a community and economy that work for all people. Pittsburgh United is a leading voice for equitable development in our city and region, and coalition partners include the Group Against Smog and Pollution, the United Steelworkers, the Allegheny Group of the Sierra Club, UFCW Local 1776, Clean Water Action, Just Harvest, UNITE HERE Local 57, SEIU 32BJ, SEIU Healthcare Pennsylvania, the Hill District Consensus Group, and Pennsylvania Interfaith Impact Network.

**Pennsylvania Alliance for Retired Americans**—The Pennsylvania Alliance for Retired Americans is a statewide organization with over 300,000, primarily union, retirees. The Alliance works to make senior voices heard on laws, policies, politics and institutions that shape their lives.

**Pennsylvania Health Access Network**—As the state's leading consumer driven organization. PHAN is focused on making our health care system more affordable and accessible for all Pennsylvanians. PHAN works to expand access to and improve the quality of the Commonwealth's health coverage options. Since 2007, PHAN has brought consumer voices into discussions of health equity, reaching vulnerable populations in rural and underserved communities.

**Pennsylvania Interfaith Impact Network**—The Pennsylvania Interfaith Impact Network (PIIN) is a network of congregations and organizations in Southwestern Pennsylvania committed to drawing together people of faith to act powerfully on local and regional issues of justice and fairness. Through the processes of community-building, working with politicians and policy makers, direct action, and negotiation, we transform our communities.

**UPMC Worker Organizing Committee**—The UPMC Worker Organizing Committee is an organization of front-line healthcare workers from UPMC hospitals and healthcare facilities around the city of Pittsburgh. With the support of SEIU Healthcare Pennsylvania, the UPMC Worker Organizing Committee organizes for fair wages and union rights for all UPMC employees.

Together, our organizations represent a large and diverse pool of stakeholders that includes patients, employers, employees, and residents whose housing prices and cost of living will be impacted by this massive development project. We believe that each of our organizations has an important role to play in this discussion.

We cannot, in good faith, support the final approval of the amendments to the Institutional Master Plan for the UPMC Mercy Hospital Campus until a satisfactory community benefits

agreement has been reached that ensures that this investment of our charitable assets will truly benefit all Pittsburghers. We believe that any community benefits agreement must include guarantees for good jobs, access to quality healthcare that addresses the needs of our community, and embody a model of equitable development in our city.

We look forward to meeting with UPMC leadership to begin a robust process of community dialogue and engagement towards the creation of a community benefits agreement. Please contact Jennifer Rafanan Kennedy, Executive Director of Pittsburgh United, [REDACTED] or Jenny@pittsburghunited.org to make arrangements to begin this important discussion.

Sincerely,

Jennifer Rafan Kennedy  
Executive Director  
Pittsburgh United

Dwayne Thomas  
President  
Pennsylvania Alliance for  
Retired Americans

Antoinette Krause  
Executive Director  
Pennsylvania Health Access  
Network

Jamaal Craig  
Executive Director  
Pennsylvania Interfaith Impact Network

Joshua Malloy  
UPMC Worker Organizing Committee

Cc. Pittsburgh City Council  
Pittsburgh Planning Commission  
Bob Damewood Esq., Regional Housing Legal Services  
Jules Lobel Esq.



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21410

Michael Grace

President

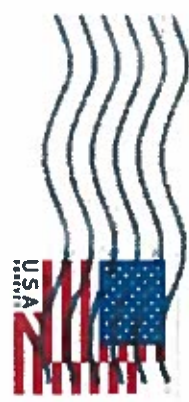
UPMC Mercy

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